



Office of Enterprise Development
City of Indianapolis
200 E. Washington, St. RM2501
Indianapolis, IN 46204

November 3, 2009

To whom it may concern,

On behalf of KnightFM, we are pleased to submit this request for information for facilities management services to City of Indianapolis Office of Enterprise Development. This project is important to KnightFM to continue our growth and presence in the sports and entertainment industry.

Our information is organized to show that we have the processes in place to provide operational opportunities and cost saving alternatives for the facilities. KnightFM would like to have the opportunity to provide all operational management services. KnightFM is also open to alternative arrangements to provide any level of service for the facilities that is desired from building maintenance and housekeeping to complete operational management.

KnightFM Transition Team will work closely with the On-site Operations Team to ensure all customer objectives and expectations are met without interruption of significant annual events scheduled at the facility. KnightFM will assist in retaining and attracting events to ensure full utilization of the facilities.

The KnightFM Team looks forward to the opportunity of continuing to build a solid working relationship with the Lucas Oil Stadium, Indiana Convention Center and possibly Conseco Fieldhouse and other facilities in the downtown Indianapolis area.

Should you have any questions or need any clarifications, please do not hesitate to contact me at any time.

Best Regards,

Lisa Trautner
Sales Manager
The KnightFM Companies
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www.knightfm.com



Indiana Convention Center Lucas Oil Stadium

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Knight Facilities Management Services Catalog



Executive Summary

Knight Facilities Management, Inc. (KnightFM) was founded in 1992, as a subsidiary of the Knight Organization, formerly Lester B. Knight & Associates, Inc., to fill the growing need for professional facilities management services. KnightFM is a privately owned company with corporate headquarters located in Saginaw, Michigan and Chicago, Illinois. We currently service over 300 million square feet of manufacturing, stadiums, office, municipalities, schools, and other types of industrial and non-industrial space.

In 1997, KnightFM and Caravan Management Services formed a joint venture, Caravan/Knight Facilities Management, LLC, as a qualified Minority Business Enterprise specializing in facility management and custodial services. The company is also a member of the Michigan Minority Business Development Council (MMBDC).

Our international extensions include Shanghai ADT Facilities Management, TaegaKnight (T&K), and KnightFM – Thailand. Our company services over 20 states in the U.S., plus Canada, China, Thailand, Columbia, Ecuador, and Venezuela. We are setting up operations in Brazil for General Motors and will be bidding on opportunities this year (2009) in India and Australia.

We have over 400 full-time managers and supervisors in the U.S. who oversee 1,800 of our own skilled trades, laborers, and over 800 direct hire cleaning labor and contract staff employees. We provide services ranging from complete facilities management to grounds keeping/landscaping, snow removal, paint shop management, machine cleaning, sanitation/housekeeping, chemical management, pest control, mobile equipment repair and contract staffing.

As a company, we believe in continuously improving our methods, procedures, and selves, and striving to always be the best, and provide the best possible services. Company attributes we are most proud of include technology focus, working principles, and employees that take ownership. We have been fortunate to attract an extremely gifted talent base that thrives on solving complex problems. When a KnightFM team is assigned to your project, you will have access to working principles with decision-making authority overseeing every function.

KnightFM's Quality Management System has successfully enrolled for and undergone final registration audits by an accredited registrar to obtain ISO 9001:2000 certification. The organization has been approved for certification as of August 8, 2009. Our ISO Certification is external evidence of our commitment to maintaining a high level of quality service for our customers and achieving our goal of continuous improvement. Quality audits are conducted at different levels of the organization to provide checks, balances, and documented trending. These audits assist in maintaining compliance to contractual requirements, as well as ensuring that our



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internal Quality Management System standards remain ISO compliant, certified, and that our methods are continuously improved upon in order to meet our quality objectives as well as the needs of our customers.

Our Operational Plan is geared toward achieving excellence and continuously improving to better our organization and the services that we provide to our customers. We provide Transitional Support during a new site start up and feel that it is vital to ensuring that all customer objectives and expectations are met. The Transition Team will work closely with the On-Site Operations Team to ensure that all employees are properly trained; thoroughly know their job assignments, routes, and customer expectations. The Transition Team will also provide support to make certain that the quality objectives and the level of service never fall below customer expectations.

We look forward to playing a value-added role in the continued success of the Lucas Oil Stadium, Indiana Convention Center and additional facilities.



Competitive Advantages of KnightFM

Cost Savings Strategies

KnightFM's main objective is to reduce our customer's facility operating budget while continuously improving service and quality. We accomplish this by being the industry leader in implementing cost savings strategies and through our ISO 9001:2000 Certified Quality Management System (QMS). We reduce costs by managing critical business processes. Over the past ten years we have achieved over \$2 billion in hard savings for our clients.

Self Performance Experience & Flexible Workforce

KnightFM has over 15 years experience in the Facility Management industry. To save our customers costs, we self-perform as many services as possible, and with our flexible workforce, we are able to combine job descriptions and assignments. This aids in the reduction of the headcount required, while still maintaining the quality of service that our customers have grown to depend on. Our employees are our greatest resource and we communicate the lessons we learn across our sites for continual improvement advantages.

Leveraged Purchasing

KnightFM has national account service agreements with numerous material vendors and suppliers of services that are not self performed. These agreements give us leverage in pricing and a foundation for quality and continuous improvement. Our suppliers continually introduce new technologies for efficiencies in the facility management industry. KnightFM prepares specifications and a schedule to obtain competitive bids. We review these bids, taking into account opportunities to source to minority suppliers. Once business has been awarded, the successful supplier's performance is continuously monitored and evaluated per our ISO requirements.

Global Perspective Experience

KnightFM has a unique and special qualification to communicate with countries that require techniques to overcome the language barrier, specifically in the Asiatic Pacific theatre. We have demonstrated our qualifications for markets by exercising a professionalism that gains confidence. KnightFM demonstrates honesty in our deliverables that has put us in 1st place among our foreign competitors.



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Green Focus

KnightFM has been able to reduce janitorial chemical spend by as much as 40% using a standardized set of Environmentally Preferable core cleaning chemicals. We are able to do more with less while providing superior products at a substantial cost savings. The benefits are the use of high quality and environmentally sound chemicals, improved cleanliness, reduced chemical inventory and storage requirements, improved worker safety through comprehensive training and error-proofing of chemical dispensing systems.

Diverse Customer Base

KnightFM provides facility management services to a wide array of customers ranging from stadiums and municipalities to the automotive industry. Each of these customers has specific requirements. Our commitment is to customize a unique solution that adds value while reducing overall cost

ISO Certification

KnightFM has allocated the resources needed to maintain ISO 9001:2000 Certification. The Quality Management System (QMS) meets the standard requirements per the ISO 9001:2000 and is designed around a problem solving & continual improvement model. This model is integrated into the flow of each process and activity to drive continual improvement, ensuring that the necessary follow-up and feedback is filtered throughout the lifecycle of each process.

Corporate Support

Our Chief Operating Officer is a 6 Sigma professional who guides our corporation toward continuous improvement in all aspects of the business.



Capital Improvements

Since 1998 Knight Facilities Management has been providing excellent FM management for many customers in China. KnightFM has been with GM in China since the beginning, and have since gained clients like Toyota, Volkswagen, Nissan, SAIC office tower, etc. KnightFM has recently been awarded an FM Agreement with GM that includes all building systems, equipments, etc. We evaluate compliance and savings strategies for all systems (Electrical - from a 35KV down through the distribution channels and generators, Mechanical - all HVAC and cooling tower systems, Plumbing & Fire systems - all waste water, potable water, sprinklers & pumps, etc.) KnightFM is also responsible for the Data Center (Precision Cooling, UPS, etc.)

KnightFM is involved in the Commissioning and Systems Design for Maintainability activities.

Furthermore, we are part of the LEED team (Leadership in energy and environmental design for United States Green Building Council) that secured a gold level certification with the USGBC for building energy and environmental friendliness. Ten percent savings is a modest average - usually higher.

In the US, KnightFM has been involved in many building critical, equipment operating and maintenance plans that result in savings.

General Motors Wixom Powertrain and Chrysler Yucca Proving Grounds are two examples where we have reduced the operating budgets by upwards of 30%. KnightFM has refurbished large compressor chillers and boilers, maintained cooling towers and Air Handling Systems, etc. We are also responsible for the Building Automation and Controls that are critical for the Energy Management Systems - resulting in further savings. KnightFM has led lighting upgrades and right-sizing strategies that result in overall lower costs. Our ability to save cost is proven, not only in the short-term operating costs, but also in the long-term sustainment of the value of these building equipment assets.

KnightFM utilizes CMMS (Computerized Maintenance Management System) planning and management software to track assets, history, maintenance plans, ensure warranty optimization, track performance, etc. Our expertise is the balancing of short-term savings with long-term asset value sustainment - creating the optimum strategy across the lifecycle of the equipments/systems at the lowest costs to align with the customer's goals and needs.

Delphi Saginaw Steering Systems – Lab Relocation 2008

CaravanKnightFM did a lab move at Delphi Saginaw Steering that involved a relocation of the Column Assist Electric Power Steering durability lab, to the Manufacturing Development Center. This involved 16 machines, disconnected, moved and re-installed in the new location on schedule without interrupting test schedules for customers. This avoided the need to lease outside floor space at a cost of \$1.2 million per year.



Cost Control, Quality of Work and Ability to Commit and Deliver on Budgetary Objectives

Actual Cost Savings for the Waste Reduction Program at General Motors Powertrain Wixom MI Plant

CaravanKnightFM negotiated a lowered price for compactor rental and reduced the number of switch-outs per month. This resulted in a lowered cost of \$2,000 per month. Original cost \$54,000 per year – New cost \$30,000 per year, resulting in a savings of \$24,000 per year

Chemical & Material Cost Savings for Sarasota County

Sarasota County - Use of Chemical Proportioning systems vs. the gallon free pour
Total of more than 60% Cost Savings

Actual Customer Cost Savings Labor

CaravanKnightFM Reduced a janitorial position by combining work into one job. By making frequency reductions and combining tasks, thereby reducing costs by \$3,350 per month and \$40,200 per year.

Work Load Leveling at General Motors Warren Tech Center

In this case, KnightFM analyzed the work demand and re-designed the staff assignments to reduce approx. 20% of the workforce. Additionally, KnightFM replaced the existing workforce with one that was more cost effective with greater productivity.

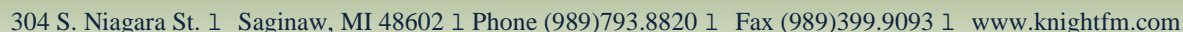
Between the core work demand reductions and the new staff savings, KnightFM saved General Motors almost 11 million dollars of actual bottom-line annual operating expense. The risks of such reductions and transitions were mitigated through intense planning efforts, analysis of work-driver data, numerous corporate support project management personnel, and intense customer communication.

KnightFM Global Quality Management

The organization is fully committed to maintaining a world-class Quality Management Program through the use of a standard ISO 9001:2000 certified Quality Management System. This organization's Quality Management System (QMS) is maintained under the Technical Services Department.

Budget Objectives

The budgeting process will involve accumulating and organizing historical data and expense data related to the facility's operation, assessing and projecting the facility's position in the current market as well as in the future, establishing goals and objectives that are consistent with the facility's mission statement and understanding of the overall economic environment.



KnightFM's main objective is to reduce our customer's facility operating budget while continuously improving service and quality. We accomplish this by being the industry leader in implementing cost savings strategies and through our ISO 9001:2000 Certified Quality Management System (QMS). We reduce costs by managing critical, yet non-core business processes so that our customers can focus on their core products and/or services.

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Identification of all Persons Actively Engaged in Performing Management and Operation of the ICC and LOS

Knight Facilities Management
CaravanKnight Facilities Management

Corporate Support Personnel:

Tom Trezek – President and CEO KFM & COO CKFM
Dennis Argyle – Vice President of Finance
Mike Foy - Accountant
Virginia Kuenker – Vice President Human Resources
Megan Kuenker – Director Human Resources
Mark Yohannan – Vice President of Operations
Daniel Waltenburg – Vice President of Technical Services
Eric Ackerman – Vice President Sales & Marketing
Robert Borka – General Manager Global Sales
Ray Walker –Operations Director
Rob Alward – FM Process Director – Facilities Total Quality Management Systems
Joshua Purcell – Purchasing Manager
Justin Foco – Safety and Training Director



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Thomas J. Trezek
President & Chief Executive Officer

Profile: Mr. Trezek brings diverse experience founded in the manufacturing and Sales at General Motors, education at Harvard University and the University of Illinois, teaching and as the Senior Vice President of Lester B. Knight's Facilities Management division before starting Knight Facilities Management to fill the need of a growing economy.

Dennis Argyle, CPA
Vice President of Finance

Profile: Mr. Argyle brings 15 years of strong financial experience to KnightFM. Hired into KnightFM as Vice President of Finance in 2004, Mr. Argyle is responsible for all facility financial aspects of the business including accounting, payroll, and purchasing. His key duties in regard to Stadium management include reviewing profitability of stadium operations, vender coordination, risk management, equipment reliability and financing, and cash management.

Virginia Kuenker
Vice President of Human Resources

Profile: Ms. Kuenker has built her knowledge and skill base from the ground up. Her background as a supervisor, site manager and operations director give her ground level understanding of how it all works. She has dedicated herself to studying and managing to quality standards to bring unity and the capacity for continuous improvement to the company. Virginia is current responsible for the Safety & Training and Human Resources Department.

Mark Yohannan, FMA
Vice President of Operations

Profile: Mr. Yohannan has built his diverse knowledge and skill base from the ground up. His background as a supervisor, site manager and operations director gave him an operational floor level understanding of the business. Mark is currently responsible for the Operations Department, which encompasses several diverse Facility types across the Globe. These facility types include Stadiums, Manufacturing Plants, Office Buildings, Municipalities, and Schools.



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Daniel Waltenburg, CFM, CFMJ, FMA, CPMM, RPA
Vice President of Technical Services

Profile: Mr. Waltenburg has an extensive educational background in facilities management and business administration as well as several years of key operational experience. Daniel's expertises in multiple aspects of the business make him a key player in the KnightFM global family. He is responsible for establishing, implementing and auditing both facilities and industrial related processes and systems; as well as coordinating and leading all new site start-ups and transitions. Daniel was also involved in helping the company become ISO 9001:2000 certified and assists in maintaining its certification to drive continuous improvement in performance and customer satisfaction.

Eric Ackerman
Vice President of Sales & Marketing

Profile: Mr. Ackerman brings technical and operational experience to his role as a sales manager, giving him the opportunities to present a full picture of what customers can expect and the extent of services the companies can provide. Eric is responsible for managing the sales team focusing on continuing growth in both the industrial and non-industrial sectors of business, as well as maintaining current customer relations.

Robert Borka
General Manager for Global Sales

Profile: Mr. Borka has over 10 years experience with KnightFM in the Operations Department. His background in operations brings him extensive knowledge of industrial and non-industrial business. Robert is a key component in stadium operations and sales. Robert has been involved with the startup and operation of eight sports and entertainment facilities. He is also responsible for the creation of a work load leveling program, stadium cleaning playbook, as well as an enhanced customer metrics system.

Ray Walker
Operations Director

With over 9 years experience in Operations. Ray Walker has worked in the stadium industry for 7 years starting with Ford Field. Ray was instrumental in clearing the Ralph Wilson Stadium of over a foot of snow during Christmas weekend in preparation for an NFL game. By game time, the task was complete and received national news recognition.



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Robert Alward
Director of Global Quality Management Systems

Profile: Mr. Alward's education in architecture, facilities and quality management combined with his diverse operational experience both outside and within the company allow him to bring an operational view to the company's quality program. Robert was involved in helping the company become ISO 9001:2000 certified and is responsible for implementing, maintaining, and auditing the company's compliance to the Quality Management System and ISO 9001:2000 standard in order to maintain its certification. Robert manages the quality management system which was designed around the ISO 9001:2000 standard and continues to drive quality improvement opportunities across all aspects of our global business in order to improve performance and customer satisfaction.

Michael Foy
Accountant

Profile: Mr. Foy has been with KnightFM for 3+ years. His experience with KnightFM includes billing, accounts receivable, accounts payable, budgeting and profitability. Michael has also been involved with KnightFM's Thailand project. He is the billing contact and works closely with site managers on all financial related activities.

Joshua Purcell
Purchasing Manager

Profile: Mr. Purcell has been with KnightFM since 2000. His education in finance and supply management makes him a key player on the KnightFM team. His key responsibilities include the procurement of supplies, chemicals, and equipment as well as acquiring outsourced suppliers and vendors. He redesigned the Purchasing Processes for ISO 9001:2000 certification and has streamlined RFP, RFQ and SOW creation to ensure accuracy. Joshua also negotiates the support outsourced services for all of North America and is responsible for pricing and profitability of sales proposals.



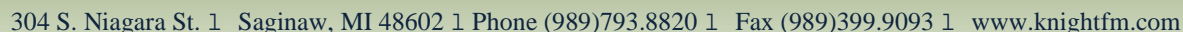
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Justin Foco
Director of Safety and Training

Profile: Mr. Foco's education in engineering and construction management combined with his diverse operational experience within the company allow him to bring a functional view to creating thorough training suiting facilities management. Justin manages the transitional and continued training and safety needs across our industrial and non-industrial customers.

Megan Kuenker
Director of Human Resources & Work Load Engineering

Profile: Ms. Kuenker brings a combination of education and management experience to the planning and coordination of the Human Resources and Work Load Engineering departments. She specializes in union negotiations and contract administration with over five years of experiences with the SEIU, Teamsters, UAW, and the Carpenters & Millwrights. Megan oversees all facets of Human Resources Management including recruitment, development, corrective action, and termination of employees, as well as the technical engineering documentation of work processes for the companies.



The KnightFM Companies

9/23/2009

Management Committee
Dariusz Duda

Board of Directors



KnightFM
KNIGHT FACILITIES MANAGEMENT, INC.

KNIGHT FACILITIES MANAGEMENT, INC.



Headquarters: Seoul, S. Korea

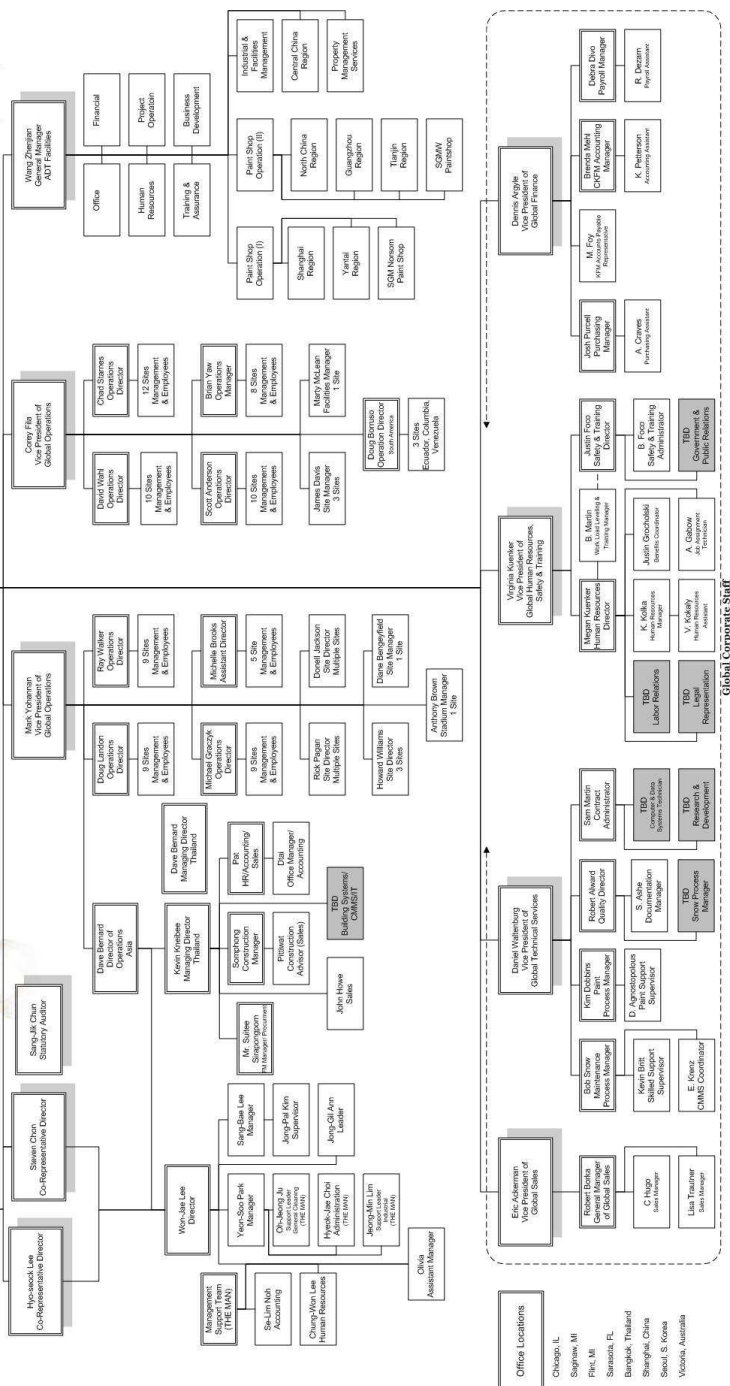


caravanknight
FACILITIES MANAGEMENT LLC

caravanknight
FACILITIES MANAGEMENT LLC

Headquarters: Shanghai, China

headquarters: Bangkok, Thailand





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Question/Answer Form to the RFI Company Profile

Company Name

Knight Facilities Management and
CaravanKnight Facilities Management

Company Website

www.knightfm.com

Locations of Facilities Managed/Operated and Number of Years

General Motors North America Operations 1992- present (35 locations)
General Motors China 1998 – Present
General Motors South Korea - Present
General Motors Ecuador 2008- Present
General Motors Columbia 2008 - Present
General Motors Venezuela 2008 - Present
General Motors Brazil 2009 - Present
General Motors Holden Australia 2009 - Present
Chrysler 2004 – present (36 locations)
Delphi Automotive Systems 1996 – Present
Tower Automotive 2008
Ford Field 2002 – Present
Tropicana Field 2004 – Present
Ralph Wilson Stadium 2006 – Present
FedEx Field 2004 – Present
M&T Stadium 3 years
Oriole Park 3 years
RFK Stadium 3 years
Raymond James Stadium 5 years
Whiting Auditorium 12 years
Capital City Airport 3 years
Detroit Metropolitan Airport LC Smith Terminal 5 years
Sarasota County 2006 - present
Pinellas County 2006- present
Grand Blanc Schools 2003 - present

Number of Years in the Market - 17 years



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Main Services

Knight Facilities Management is a complete facilities management firm. The company is engaged in management services for facilities, building maintenance, asset management, human resource consulting, sanitation/housekeeping, contract staffing, event management, materials purchasing, grounds maintenance, training and development, waste, chemical, energy, resource and fleet management. KnightFM leverages global relationships for improved pricing and implements best practices to achieve cost savings and process improvement.

Main Markets

Entertainment Industry – Stadiums Arenas
Automotive
Municipalities
Airports
Schools

Awards Earned by Company

General Motors – 7 Consecutive Quality Service Price and Technology
General Motors – Supplier of the Year
Human Investment Corporation – Employer of the Year

Litigation Currently Pending or Threatening Against Company

None

Ownership Structure with Ownership Status in Percentage

Private Ownership

Structure of Parent Corporation, Joint Ventures, Subsidiaries and Partnerships of other Relevant Relationships

Knight Facilities Management Global Headquarters Saginaw, Michigan
CaravanKnight Facilities Management Saginaw, Michigan
Knight Facilities Management Headquarters Bangkok, Thailand
TaegaKnight Headquarters Seoul, S. Korea
ADT Facilities Management Headquarters Shanghai, China
(Organizational Chart included in RFI)

Number of Employees

Total Company Employees – 1903
Facilities Management - 400
Facilities Operations – 134
Accounting – 3
Marketing Sales and Promotion – 4 or all



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Financial Information

(Please refer to Other Questions)

Last year gross revenue, expense and margin average (per facility)

Last year gross revenue of company –

Last year gross expenses –

Last year gross margin –

Last year gross profit –

Stock markets where your company is listed - NA

Contact Person Responsible for RFI

Lisa Trautner

Sales Manager

989 274-6798

Lisa.trautner@knightfm.com

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Saginaw, MI 48602

Other Questions

Conditions that are listed in RFI that cannot be met:

KnightFM is a stable enterprise with a 17 year record of success and complete fulfillment of our contracts. The pertinent financial information will be provided upon notification that KnightFM will receive an RFP related to these facilities.

References:

Buffalo Bills/Ralph Wilson Stadium 2008 to Present
Contact: Chris Voigt - 716-648-1800

Ford Field/Detroit Lions 2002 to Present
Contact: Bob Gardner – 313-262-2233

Tropicana Field 2004 to Present
Contact: Tom Karac – 727-825-3222

General Motors 1992 to Present
Contact: Jim Denton - 248-753-3253

Chrysler 2004 to Present
Contact: Andy Genova - 248-953-5739



Knight Facilities Management Services Catalog

Administration & Finance

- Accounting
- Accounts payable/receivable
- Annual audits
- Budgeting
- Capital improvement programming
- Cash management, rolling forecasts & flash reports
- Event settlements
- Financial controls & reporting
- Fixed asset inventory & control
- Human Resources administration
- Information Technology (IT)
- Internal audits
- Investments & banking relations
- Labor negotiations/relations
- Payroll
- Purchasing
- Risk management/insurance

Sales & Marketing

- Facility advertising & marketing
- Advertising signage sales
- Barter/trade agreements
- Community & media relations
- Group ticket sales
- Marketing surveys & research
- Marketing & promotion of events
- Sale of naming and beverage pouring rights, premium seats (suites and club seats), advertising signage, sponsorships, memorial gifts, branding relationships and other commercial rights opportunities
- Website development & management



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Contract Staffing Services

- Production supervision
- Maintenance supervision
- Janitorial supervision
- Clerks
- Assistants
- Laborers
- Maintenance Planners
- Software engineers
- Pipe fitters
- Millwrights
- Electricians
- Tin-smiths
- Welders
- Drivers

Ticketing Services & Box Office Management

- Supervision of ticketing service contractors
- Daily sales reports & controls
- Event settlements
- VIP services
- Event information to the ticket buying public
- Services to disabled customers

Management of Ancillary Services

- Management of 3rd party contractors
- Business services/rentals to tenants
- Food & beverage (concessions & catering)
- Guest services
- Merchandising/novelties
- Parking
- Premium seating management & services

Training

- New Hire Training and Orientation
- Health and Safety Training
- Chemical / Equipment
- Guest Services
- Standardized Work Instruction



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Operations & Engineering

Janitorial/Custodial Services

- Standard office cleaning
- Hard floor/carpet cleaning
- Confined space cleaning
- Blind cleaning
- Upholstery cleaning
- High & low dusting
- Light fixtures
- Restroom cleaning & sanitation
- Pest control
- Window washing
- Kitchen exhaust degreasing

Building Maintenance

- HVAC preventative maintenance
- HVAC repairs/replacements/filters
- Concrete work including repair/tear-out
- Electrical
- Plumbing
- Dry ice blasting
- Roof repair
- Painting interior/exterior
- Construction
- Light & ballast repair
- Escalator maintenance
- Doors
- Security systems

Grounds Maintenance

- Landscaping
- Snow removal
- Tree/lawn care
- Parking lot service/repair/sweeping
- Signage
- Pond maintenance
- Animal control



Consulting Service / Cost Saving

- Workload leveling
- Business planning
- Pallet programs
- Recycling programs
 - Waste paper
 - Oil management
 - Aerosol cans
- Electrical/Energy management
- Resource planning and management

Industrial Facility Services

- Production line & equipment relocation
- Material handling systems
- Production equipment rebuild & repair
- Full service fabrication
- Custom sheet metal design/service

Service-Non-Technical

- Sanitation management
- Waste management
- Fleet management
- Filtration management
- Lighting management
- Help desk
- Security
- Transportation

Technical Services

- Clean room management
- Chemical management
- Waste management
- Machine cleaning
- Environmental management
- Energy management

Paint Shop Management

- Sanitation
- Booth cleaning
- Decommissioning
- Preventive maintenance
- Air filter management
- Paint shop training
- Clean room management